



Michael L. Ulica  
Chief Financial Officer

BY UPS OVERNIGHT

November 29, 2017

Ms. Elyn Zimmerman  
140 Greene Street  
3<sup>rd</sup> Floor  
New York, NY 10012

Dear Ms. Zimmerman:

I am writing to you on behalf of National Geographic Society as a follow-up to your conversation with our architect, Mark Ramirez of Hickok Cole. Marabar has been an important part of the National Geographic Society campus ever since its installation in 1984. But as often happens, and as Mark indicated, the needs of an organization evolve over time, especially a period of time over which so much has changed in the world.

The Society itself has gone through tremendous change since then, but remains absolutely committed to its mission of increasing and diffusing geographic knowledge, and inspiring people to care about and conserve the planet. The Society used to be able to accomplish that mission through the publication of National Geographic Magazine and other printed publications. As everyone knows, the media landscape has gone through tectonic shifts in the last two decades, and we have had to radically adjust the ways in which we accomplish our mission.

One of the ways in which we need to evolve to enhance our public outreach is to transform our campus into a space that will be as inviting and accommodating to as many people as we can attract to the campus, whether they be regular visitors or part of the increasingly large volume of tourists who visit Washington annually. This has required a fundamental re-thinking of the current courtyard space.

The new concept for the courtyard is two-fold: it will become the new entry way for the public into a unified National Geographic campus, and an open space that can be fully utilized to accommodate large numbers of people for gatherings of students groups, visitors for outdoor lectures, exhibits and other outdoor events. One of the most important steps in this design effort will be the creation of a new entry pavilion in the courtyard. This entry pavilion will be located in a portion of the courtyard which currently includes the Marabar sculpture.

This re-design of the campus is not limited to the courtyard. It extends to the campus as a whole, and includes the following goals and actions:

- Moving many of the nine million photographs, illustrations, and other items housed in the lower level archives to spaces that are more accessible to the public and provide for a more appropriate public viewing space and experience;
- Developing a series of small, medium, and large spaces that can be used by the National Geographic Society, other Non-Governmental Organizations, or local community organizations to hold meetings, symposiums, or gatherings to address topics that are in keeping with the mission of the National Geographic Society;
- Making the campus more conducive to holding major events such as the annual Explorers Festival, which brings together explorers from around the world to discuss their work; and
- Transforming the campus into a world base camp dedicated to education and inspiration around environmental and conservation issues.

As Mark indicated to you, the Marabar sculpture will need to be removed from National Geographic's campus in order to accomplish the re-design of the courtyard. The Society wants to provide you the opportunity to remove the Marabar sculpture. In order to meet our construction milestones, we will need to know by September 1, 2018, which is the end of our design development phase, of your intent to move the Marabar sculpture. If you do not let us know by then of your intent to move the sculpture, the sculpture will need to be removed by us. In either case, the sculpture will need to be removed no later than June 1, 2019, when construction is set to begin.

You have the assurance of the National Geographic Society that the sculpture will be removed in a respectful and appropriate manner. Prior to removal, we also would be pleased to have one of our photographers do a professional shoot of the sculpture from a variety of angles, from which you could select images for your own use. We also could provide you with enlarged framed prints of certain selected images.

We look forward to hearing from you. Please feel free to contact either Mark or me directly with any additional questions or comments.

Sincerely,

A handwritten signature in black ink, appearing to be "KORQ", written in a cursive style.